

TURNING CHALLENGES INTO OPPORTUNITIES



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PURPOSE

To foster the health of our patients and communities, today and tomorrow.

Through a collaborative, learning approach, we foster the health of our communities and ensure the best care for our patients.

We are innovative, forward-looking network where everyone's voice counts, and where patients and families come first.

ORGANIZATIONAL VALUES

Security and respect above all.

Humility and curiosity at the heart of a learning culture

Collaboration and mutual support that promote synergy

Integrity and accountability in all our actions



TURNING CHALLENGES INTO OPPORTUNITIES

Message from the President and CEO



Dear Community Members, Staff and Partners:

As we take stock of this quarter, I'm proud to see the tangible transformations our Network has achieved to meet the growing needs of our patients and communities.

A striking example is the work carried out by our local family health teams, which recently enabled **30,000 new patients to be attached to teams of primary health care professionals** and brought wait times for minor emergencies down to less than 48 hours in several regions. In addition, the use of a **new artificial intelligence transcription tool** is

helping reduce the administrative burden for our physicians and nurse practitioners working within these teams. Such initiatives reflect our steadfast commitment to improving access to primary health care for everyone.

It's also important to highlight the strength of **our health care workers and volunteers**, who are a true cornerstone of our Network. Initiatives such as **Health Care Worker Appreciation Week**, which was celebrated in each of our zones, provided a meaningful opportunity to thank and recognize the outstanding dedication of employees who have devoted much of their careers to Vitalité.

Our shared achievements demonstrate that, despite the challenges, together we can build a health care system that is more efficient, more connected to our communities, and more focused on the people we serve.

Happy reading!

Dr. France Desrosiers
President and CEO



Message from the Chairman of the Board of Directors

As Chairman of the Board of Directors of Vitalité Health Network, I would like to highlight the significant progress made during this quarter. These advances demonstrate the essential role of strong governance based on collaboration, transparency and a strategic vision focused on the needs of our patients and communities.

Above all, I'd like to congratulate the teams on the ground, who are helping to implement projects and initiatives that are producing tangible results. These concrete actions enable us to measure and observe the continuous improvement of our health care system.

That being said, it's also important to look back and remember the work that has been accomplished. It is in this spirit that I mark the 50th anniversary of the inauguration of the Dr. Georges-L.-Dumont University Hospital Centre, which also represents 50 years of dedication to the community and support from valued partners and pioneers. I'd like to take this opportunity to thank them and to congratulate the Greater Moncton community on this exemplary success. This success and longevity would not be possible without our health care workers and volunteers, who devote their energy and expertise to our purpose every single day. Thank you very much indeed!

Mr. Thomas Soucy
Chairman of the Board of Directors

MAJOR DIRECTIONS



Patient experience



Employee experience



Building closer ties
with communities

STRATEGIC PRIORITIES



Improving access to
primary health care



Improving patient flow and
hospital performance



Providing leadership support
for managers

IMPROVEMENT INITIATIVES AND PROJECTS

Patient experience



Improving patient flow and hospital performance, as well as improving access to primary health care require a wide range of projects and initiatives that mobilize teams in the field and involve them in the search for patient-centred solutions.

Local family health teams reach 36,500 patient milestone

The local family health teams established by Vitalité Health Network have reached an important milestone: more than 36,500 additional patients were registered in their patient base.

As of October, the Network had about thirty active teams, managing 249,360 patients. Last month, a new team was formed in the Campbellton area, while work continued on forming other teams in the Bathurst, Dalhousie and Richibucto areas.

A total of 154 physicians, 41 nurse practitioners and 92 other health care professionals are involved in the development of this collaborative model. This guarantees each resident a connection with an interdisciplinary team rather than a single doctor, which fosters collaboration, delegation of tasks and shorter access times.

The model comes with clear objectives aimed at reducing pressure on hospital emergency departments: an appointment within five days for non-urgent consultations and within 48 hours for minor emergencies. So far, 20 teams are offering this rapid service for minor emergencies, helping to ease the pressure on hospital emergency departments.



The creation of a new family health team in Campbellton was highlighted in September.

The Network also rolled out an artificial intelligence transcription tool, which is now available to 130 family doctors and nurse practitioners. This tool transcribes consultations in real time and generates structured notes that are integrated directly into the electronic medical record, which reduces their administrative workload.

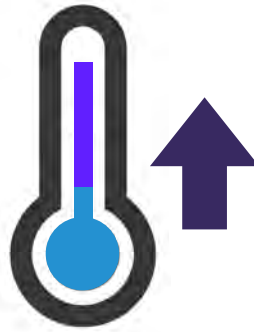
By 2029, the goal is for 100% of patients in the Network's territory to be connected with a primary health care team or provider and for collaborative work to become the norm throughout the primary health care system.

NEXT STEPS

- Strengthen the integration of collaborative practices and optimize professional roles
- Support electronic medical record integration
- Recruit new professionals within teams
- Integrate public health and mental health services into the model

ULTIMATE GOAL: 283,125 PATIENTS

A total of **249,360** patients managed by a primary health care provider at Vitalité Health Network for an attachment rate of **88%**



RESULTS

- **168,004** patients managed under the integrated PHC model includes **36,579** newly added patients
- 81,336 patients managed by solo practices



Patient flow – Creating transition units

The Network recently began converting long-term care beds into transition beds. The aim is to facilitate the care of patients whose health condition no longer requires hospital care, but who remain temporarily in hospital awaiting appropriate services and support in the community.

This transformation also aims to preserve the mobility and functional abilities of hospitalized patients, while ensuring ongoing communication with their loved ones and preparing suitable support for their return home.

Work continued on optimizing patient flow and hospital performance, to ensure that a bed is available quickly for anyone requiring acute care.

The targeted initiatives implemented in each of the regional hospitals—including proactive discharge planning on admission and rigorous day-to-day management—are already yielding results:

AVERAGE LENGTH OF STAY

Dr. Georges-L.-Dumont University Hospital Centre
• General Surgery Unit

-1 day

Edmundston Regional Hospital
• Transition Unit

-6.5 days

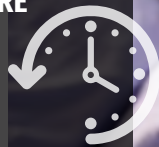
Campbellton Regional Hospital
• Medicine Unit

-3 days

AVERAGE TIME BETWEEN NOTIFICATION OF DISCHARGE AND PATIENT DEPARTURE

Chaleur Regional Hospital – Surgical Unit

-3.5 hours



Home-based withdrawal support: a new program in addiction medicine and management

The Network is implementing a new home-based alcohol withdrawal support service in the Acadie-Bathurst Zone (Acadian Peninsula) and the Northwest Zone. This program offers medical and psychological support right in their community to people who meet certain clinical criteria.

Through a combination of in-person visits and remote follow-up, patients receive personalized support throughout their treatment, without having to be admitted to hospital for withdrawal treatment. This approach makes it possible to reach more people and reduce barriers to accessing care.

A centralized system improve access to hip and knee surgery

Vitalité Health Network is establishing a centralized orthopedic referral management system for patients with osteoarthritis of the hip or knee. This system is designed to streamline the pathway for patients who may need orthopedic surgery. Instead of waiting for an appointment with a surgeon, patients will first be assessed by a physiotherapist. In collaboration with an orthopedic surgeon and a coordinator, the physiotherapist will determine the most appropriate treatment plan.

As part of this pathway, patients will be able to benefit from the GLA:D program, an internationally recognized education and rehabilitation initiative. This program combines information on osteoarthritis with a supervised exercise program. Program participants learn to better manage their condition, reduce pain and improve mobility, which can sometimes delay or even eliminate the need for surgery.

With this centralized system, patient preferences will be respected.

At the end of the GLA:D program, patients will be referred to an orthopedic surgeon as needed.



THIS APPROACH AIMS TO:

- Improve the patient experience;
- Reduce wait times;
- Promote faster recovery after surgery;
- Reduce the length of hospital stays.

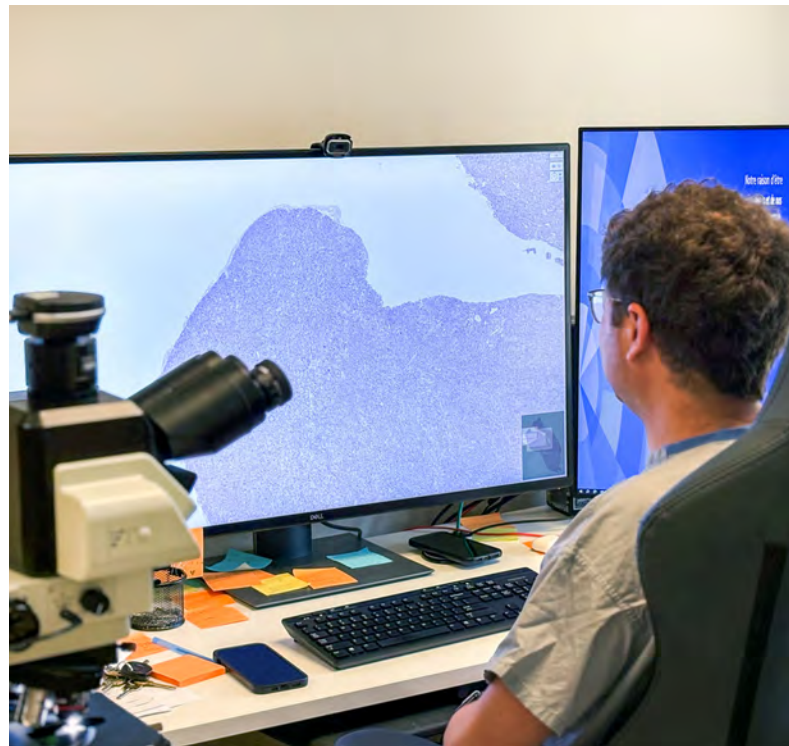
Digital pathology simulator: a flagship project raising the Network's profile

Vitalité Health Network has entered into a partnership to create a digital pathology simulator that is generating a great deal of interest, both nationally and internationally. This is a first in Canada. This Canada-wide initiative, the only one of its kind in the country, uses the Network's collection of digitized slides to train future pathologists in the use of digital tools through case studies and simulations.

The project attracted attention at the annual meeting of the International Liaison of Pathology Presidents, which brings together the leaders from pathology colleges and associations in Europe, Asia, Australia and Canada.

On a national level, the Royal College of Physicians and Surgeons of Canada has chosen to use Vitalité's platform for the training and assessment of pathology residents, reinforcing the Network's appeal as an employer of choice for young pathologists.

The Network's digital shift has also meant that the organization is no longer dependent on the services of external pathologists for its day-to-day operations.



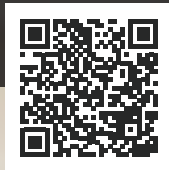
Patient testimonial

The Northwest Zone Cardiac Rehabilitation Program offers exercise and education sessions to help patients adopt healthy lifestyle habits and reduce risks. As part of this personalized

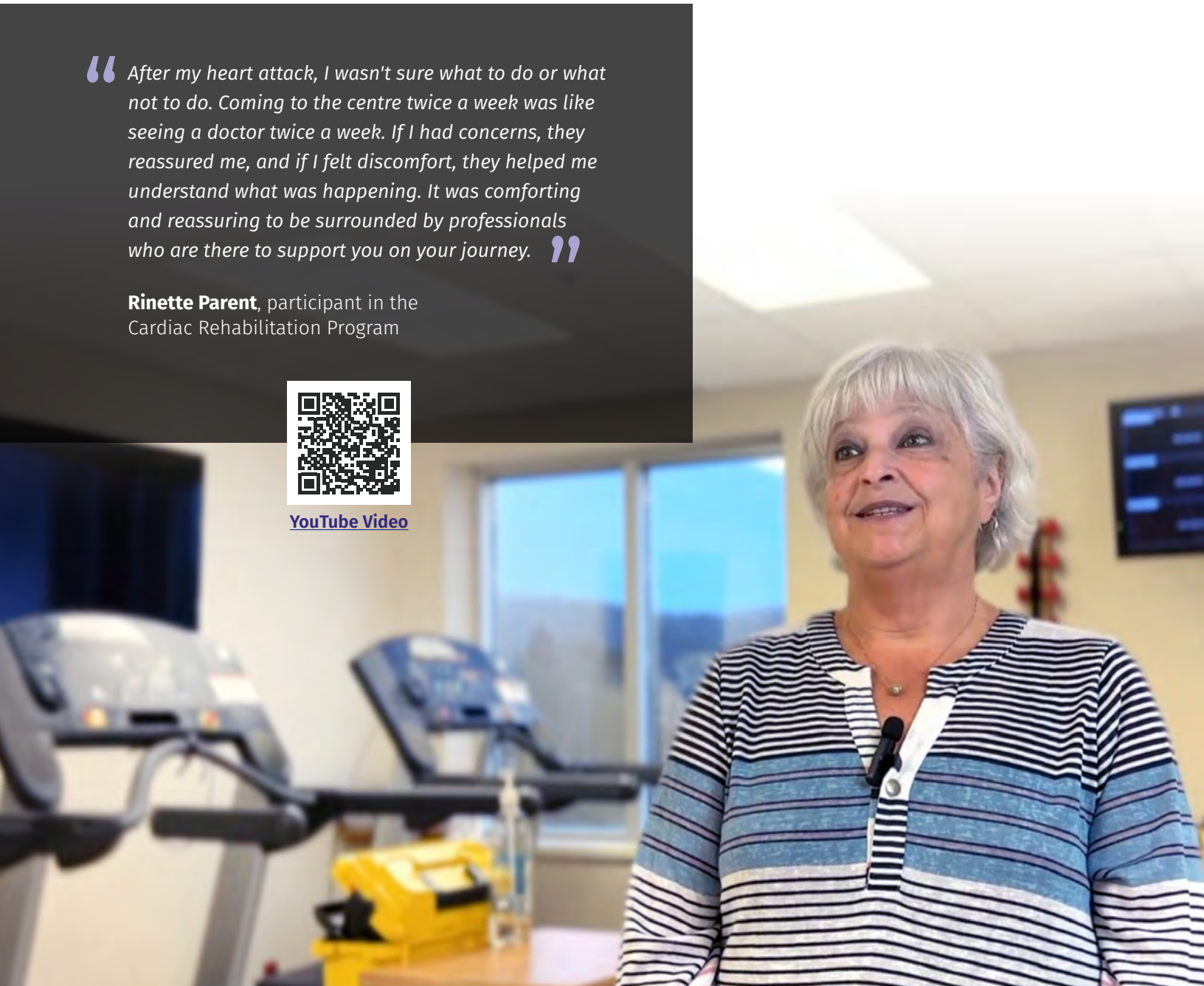
follow-up, an interdisciplinary team supports patients in their recovery and guides them towards a healthier, more active lifestyle.

“After my heart attack, I wasn't sure what to do or what not to do. Coming to the centre twice a week was like seeing a doctor twice a week. If I had concerns, they reassured me, and if I felt discomfort, they helped me understand what was happening. It was comforting and reassuring to be surrounded by professionals who are there to support you on your journey.”

Rinette Parent, participant in the Cardiac Rehabilitation Program



[YouTube Video](#)



Employee experience



In addition to recruitment initiatives, retention initiatives have also been implemented to improve employee engagement and job satisfaction. We want to provide health care workers with a healthy, engaging and safe working environment that supports the delivery of quality patient care.

Recruiting in a competitive market

Priority classification	Starting point	Average number of hires per year	Departures after 5 years	Hires after 5 years	Surplus or shortfall after 5 years	
					55/45	65/35
Licensed practical nurses	- 120	89	306	445	19	3
Registered nurses	- 238	80	703	400	- 241	- 261
Conversion - registered nurses	-	60	-	300	-	-
Nurse practitioners	- 3	2	3	10	4	4
Patient care attendants	100	33	157	165	408	381
Conversion - patient care attendants	-	25	-	300	-	-
Social workers	- 33	22	90	110	- 13	13

Medical Recruitment

Cumulative physician hires

45



In 2024

Cumulative physician departures

15



52

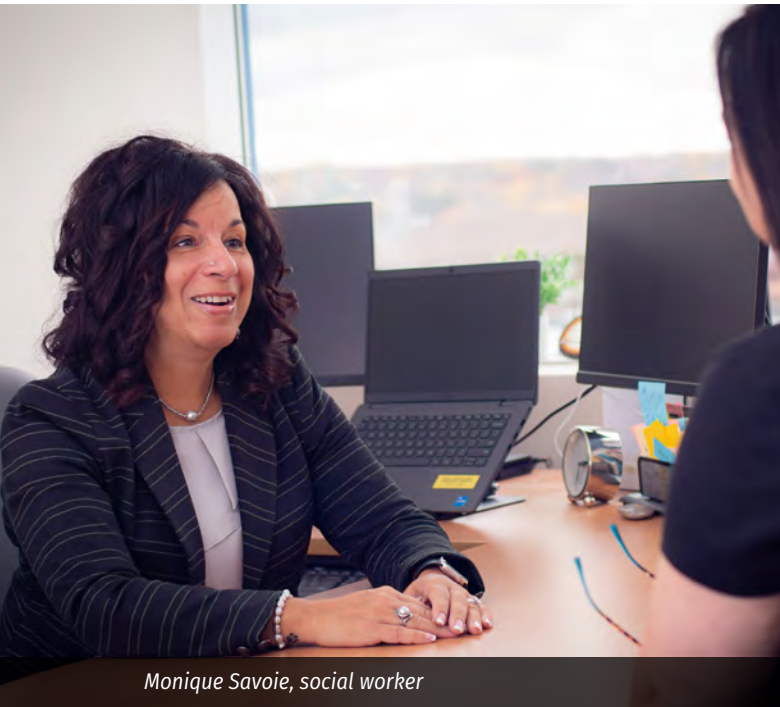


Since January 1, 2025

15



Data as of October 10, 2025



Monique Savoie, social worker

Occupational health and safety

With the aim of improving the employee experience and promoting a faster and more sustainable return to work, the interdisciplinary occupational health team recently added a social worker to its staff. In addition, there are now two occupational health physicians, a psychologist, an occupational therapist, a team of ergonomic advisors and a nurse practitioner assigned to the employee health offices.

This increase in resources means that we can provide more comprehensive and proactive care for employees facing health issues, both physical and psychological. By strengthening our intervention capacity, we aim to prevent sick leave, support our employees in their recovery and offer them optimal conditions for a successful and sustainable return to work.

Labour relations

A strategic alignment has been initiated between human resources business partners and their internal clients. This alliance is directly in line with the organization's strategic priorities, notably that of supporting leadership development among our managers, as part of the initiative led by the Engagement sector. Thanks to a fresh, more agile approach

focused on collaboration, the relationship will be optimized, making it possible to provide more targeted and relevant support to meet current and future challenges. With this paradigm shift, we expect to see a positive impact on our employees' overall experience.

A pharmacy first in New Brunswick

The Network celebrated the success of New Brunswick's first French-trained pharmacy resident. Roxanne Couture successfully completed the one-year Residency Program in Pharmacy Practice and presented the results of her research project at a ceremony held at the Dr. Georges-L.-Dumont University Hospital Centre.

Since September 2024, Vitalité Health Network has welcomed up to two residents a year into this new residency program. With a \$50,000 scholarship, they can further their postgraduate education while contributing to the excellence of pharmaceutical care in our hospitals.

This is an important step forward for hospital pharmacy training in French and for the future of our Network.



Partnership between Morocco and New Brunswick

Vitalité Health Network has signed a five-year agreement with the Fédération Marocaine de l'Enseignement Professionnel Privé to strengthen the training and recruitment of health care professionals. This partnership aims to better align Moroccan training programs with Canadian standards by sharing teaching tools, adapting content and organizing instructor exchanges and joint workshops.

Federation graduates will benefit from comprehensive support to facilitate their integration in New Brunswick, including language support, information sessions and structured preparation for the NCLEX nursing entrance exam.

*Mr. Abdelilah Benhilal, FMEP President, and
Dr. France Desrosiers, President and CEO of Vitalité Health Network*



EMPLOYEE PROFILE

Dynamic, positive and always ready to find solutions, André Morneault is a model of commitment and leadership. From the start of his career as a respiratory therapist in Edmundston, he has been passionate about supervising students, a role he has never stopped embracing, whether as manager or director. For André, welcoming placement students is much more than a responsibility: it's an opportunity to be seized!

Why does André think placements are essential?

They make it possible to:

- Keep your skills up to date with stimulating questions from students;
- Develop management skills in response to challenges similar to those faced by employees;
- Experience the pride of seeing placement students graduate and become colleagues;
- Foster smooth integration into teams thanks to multidisciplinary experience.

“It is paramount for me to personally greet each student on their first day, welcome them and ensure they have the best experience possible.”

André Morneault, Manager of Respiratory Therapy and Electrodiagnostics for the Acadie-Bathurst Zone and Placement Supervisor



Building closer ties with communities



Optimizing the health care system depends on the commitment of all stakeholders, including health partners and communities. Aware of the need for synergy, Vitalité Health Network continues to invest in its relationships with both its teams on the ground and its communities.

Community Health Needs Assessment

The Community Health Needs Assessment (CHNA) process continued over the summer with the launch of the process in the Moncton (in partnership with Horizon Health Network) and Restigouche regions. These initiatives mark the start of a second five-year cycle, with a revised methodology to better

reflect the territories of the regional service commissions. The results aim to support the strategic decisions of partners while taking local realities into account.

Public Health initiatives

Public Health has been very active in recent months, leading a number of health promotion and prevention initiatives across the province. At the provincial conference of the Association des enseignantes et des enseignants francophones du Nouveau-Brunswick, Public Health led a workshop on screen use and its impact on the health and development of children and youth.

The workshop, which was both informative and interactive, aimed to present evidence-based data, raise awareness of technology-related issues and offer practical tools to promote balanced and thoughtful screen use, without advocating for its exclusion.

Zone 6 Public Health at Vitalité Health Network recently became involved with the Community Advisory Board for Bathurst and the Chaleur region, which guides local action on homelessness. It is providing its expertise to promote healthy environments for people experiencing homelessness.

In Zone 1B, Public Health was selected to participate in a two-year project to achieve Baby-Friendly Initiative designation, a recognition of commitment to supporting breastfeeding and family care. This selection is made from among 25 facilities across Canada. Zone 4 Public Health already received this designation last spring, a remarkable achievement.

Finally, collaborations have begun with multicultural centres in Bathurst and the Acadian Peninsula to improve access to health information and services for newcomers. A welcome letter, along with a presentation of public health services, will now be provided to them.



Cynthia Ferguson, Public Health Nurse

Learning communities

The Learning Communities team continues to strengthen relationships with local stakeholders by facilitating connections and highlighting community assets. In Restigouche, a festival dedicated to wellness, organized in collaboration with a regional working group, took place this month. Among the key initiatives are two series of meetings: "Getting to Know Vitalité," aimed at improving understanding of the health care system, and "Connecting with Our Communities," focused on learning about local strengths.

Special attention is being given to building meaningful connections with First Nations communities. Among other activities, the Community Engagement team took part in three powwows held by communities located in the regions served by Vitalité, thereby helping to recognize the role of First Nations and strengthen collaboration.

Finally, the team has met with more than 90 key Network partners over the past three months, including municipalities such as Belledune, where a collaboration is underway to recognize the health care professionals providing services to this community.

"We are very pleased with the collaboration between the village and Vitalité. Working together in this way is essential to meeting our health challenges and ensuring services for our residents."

Mr. Ron Bourque, Chairman of the Health and Wellness Committee, Village of Belledune



The Dr. Georges-L.-Dumont University Hospital Centre celebrates its 50th anniversary

The Greater Moncton community proudly marked the 50th anniversary of the inauguration of the Dr. Georges-L.-Dumont University Hospital Centre with an evening of celebrations. The event provided an opportunity to recognize the exceptional commitment of some great visionaries, including Gilbert Finn and Pierre J. LeBouthillier. A commemorative mural was unveiled to mark this historic milestone.

Inaugurated on May 23, 1975, the Dr. Georges-L.-Dumont Regional Hospital took over from the Hôtel-Dieu de l'Assomption, which was run by the dedicated Sisters of Providence at the time. Since then, it has become an educational and research facility, as well as a provincial referral centre for its highly specialized services.



HEALTH CARE WORKERS AND VOLUNTEERS, THE DRIVING FORCE BEHIND THE NETWORK

Bringing generations together through Volunteer Services



Volunteers Gilberte Comeau and Anne-Marie Ndeki with Joseph Yvon (Jo) Bourque, resident of the Veterans' Health Centre in Moncton

Volunteer Services is proud to have recently collaborated with the Southeast Regional Resiliency Steering Committee and Public Health on an intergenerational pilot project. This project pairs students in grades 6 to 8 with seniors living in residential facilities, giving them an opportunity to share in fun, educational and cultural activities led by Network volunteers.

These activities promote dialogue between generations, help break the social isolation of seniors, and raise awareness among young people of the value of sharing, mutual respect and volunteering.

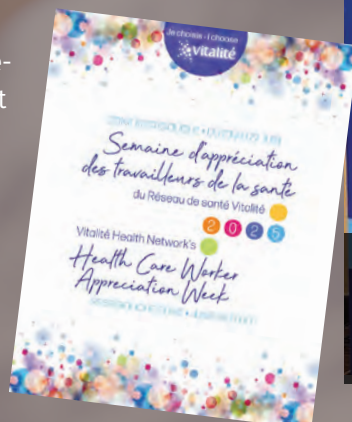
This project is a perfect example of how partnership and community involvement can enrich the lives of our seniors and young people. The initiative was tested for four months at the Veterans' Health Centre in Moncton, in partnership with Champlain school, and proved to be a resounding success!

Vitalité Health Network's Health Care Worker Appreciation Week

Health Care Worker Appreciation Week was successfully celebrated across Vitalité Health Network throughout the year. The event highlighted the commitment, professionalism and dedication of all our staff.

A highlight is always the Years of Service Recognition Dinner, which celebrates those with 25, 30, 35, 40 or 45 years of service. This event highlights the invaluable contribution and loyalty of these staff members, who are part of the great Vitalité family.

Health care workers in the Acadie-Bathurst Zone were honoured at the end of August. Appreciation Week is a special opportunity to thank staff and strengthen their sense of belonging to Vitalité Health Network.



In the center, Dr. Dawn Marie Martin-Ward (25 years), Lamèque Hospital and Community Health Centre. On the left, Dr. Natalie Banville, Vice-President of Medical Affairs and on the right, Dr. France Desrosiers, President and CEO.

TRACK OUR HEALTH CARE PROGRESS

A new way to keep you informed

At Vitalité Health Network, our purpose is simple: to foster the health of our patients and communities, today and tomorrow. To achieve this, we need to know where we stand, recognize our successes and improve what needs to be improved. That's why we regularly monitor our **system improvement indicators** – metrics that help us see whether our actions are yielding results..

Transparency, quite simply

We've redesigned the way we present this information to make it clearer, more accessible and more useful to everyone. Our goal remains the same: to improve the care and services we provide.

Performance indicators are published quarterly on our website. For each metric, you can see:

- the **measurement** (to compare our results with those of other health networks);
- the **target** we have set;
- the **results achieved**;
- the **trend** over time.

This approach aligns with our commitment to transparency and continuous improvement. We want the public to be able to track our progress and understand the challenges we face.

By making these figures public, we are reaffirming our commitment to doing better together, for our patients, our employees and our communities—because everyone's health is our priority.

Current Year RESULTS



Performance improvement



Target achieved



Below target



Current Year
TARGET



Primary Health Care

Local family health teams providing access to...
a minor emergency appointment within 48 hours or less

71%

90%

a regular appointment within 5 days

39%

33%

Patients in Vitalité's territory with a **health care provider**¹

87%

81%

1. Family physician or nurse practitioner



Addiction and Mental Health Services

Average wait time for...

single-session therapy, i.e., an appointment with a health care professional for rapid psychological support

6 days

7 days

a child or youth to receive **addiction or mental health services** after requesting them

30 days

24 days



High Performing Hospitals

Average time to SEE A DOCTOR IN THE EMERGENCY DEPARTMENT...

for a condition requiring **resuscitation** and/or **presenting an immediate threat to life** (triage level 1)

To come

🕒 0 min.

for a **very urgent** condition with a high risk of rapid deterioration (triage level 2)

To come

🕒 15 min.

for an **urgent** condition that is stable but requires rapid evaluation (triage level 3)

116 min.

🕒 30 min.

Average wait time between the decision to admit a patient from the emergency department and obtaining a suitable hospital bed

19.91 hours

🕒 8 h

ACCESS TO SURGERY – Time between...

referral to orthopedics and the first appointment with this specialist

To come

🕒 Not defined

surgeon's decision to perform hip or knee surgery and the scheduled date of surgery

Hip 392 days

Target met 71% of the time

Knee 325 days

Target met 74% of the time

🕒 182 days

ACCESS TO ONCOLOGY SERVICES

Wait time between **referral and first consultation**

URGENT
Stabilize/initiate treatment without delay

To come

🕒 0-5 days

SEMI-URGENT
Enable prompt care and prevent progression

To come

🕒 7-14 days

STANDARD
Ensure equitable and planned access

To come

🕒 21-28 days

Number of days between **decision to start cancer treatment and administration of first treatment**

CHEMOTHERAPY

To come

🕒 7 days

RADIATION THERAPY

To come

🕒 28 days

ACCESS TO DIAGNOSTIC IMAGING SERVICES

Number of days between **non-urgent exam request and completion**

MRI

Urgent

To come

Non-urgent

To come

CT

Urgent

To come

Non-urgent

To come

ULTRASOUND

Urgent

To come

Non-urgent

To come

X-RAY

Urgent

To come

Non-urgent

To come

URGENT 🕒 1 day

NON-URGENT 🕒 60 days

CONSULT THE [SYSTEM IMPROVEMENT INDICATORS](#) PUBLISHED ON VITALITÉ HEALTH NETWORK'S WEBSITE AND UPDATED EVERY QUARTER.

Participate in the public meeting of the Board of Directors

Join us, online or in person, at the public meeting of the Board of Directors to be held on Tuesday, October 28, 2025, at 1:30 p.m., at the Four Points by Sheraton Hotel, 100 Rice Street, Edmundston.

At the end of the meeting, Dr. France Desrosiers, President and CEO of Vitalité Health Network, and Thomas Soucy, Chairman of the Board of Directors, will answer questions from the public about the quarterly report, the public meeting of the Board and other Network initiatives.



The hyperlink to participate in the online meeting will be posted on social media and on the Vitalité Health Network website, under the Health Network tab, Board of Directors section and [Meetings](#) subsection.

Contact us

Share your feedback, suggestions or comments with us at:
engagement@vitalitenb.ca



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